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6 December 1948

Chief, FBIB

Deputy Chief, FBIB

Report of Physical Inspection of Hawaii Bureau

1. Under authority granted in Travel Order No. 386-49, dated 21 October 1948, the undersigned performed the necessary travel in connection with a visit of inspection to the Hawaii Bureau at Kauai, I. H., during the period 5 - 11 November 1948.

2. Inspection of Operations at the Hawaii Bureau indicates:

a. Chief Engineer and staff require more supervision by Bureau Chief.

b. Chief Engineer and Assistant Engineer require detailed clarification of duties and responsibilities.

c. The Chief Engineer requires more orientation as to his administrative, organizational and supervisory responsibilities.

d. The need for greater initiative in overcoming procurement difficulties which in part have delayed the installation of:

(1) Coax cable from antenna system to the multicoupler.

(2) Transformers.

(3) Dictaphone equipment.

e. Supervision of technical staff by Chief Engineer and Assistant Engineer has been neglected.

f. Assistant Engineer required to devote major portion of his time to radio maintenance installation and radio repair; this explained by shortage qualified radio maintenance personnel and general condition of radio equipment at Kauai.

g. A division of supervisory responsibility for monitors and editors is not consistent with that found at the Haseda station.

- (1) Bureau Chief responsible for Chinese monitors.
- (2) Shift Editor responsible for all other monitors.
- (3) responsible for library and librarian.
- (4) responsible for scheduling.

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h. Preparation and maintenance of a register or log of all material filed by teletype in order to eliminate filing duplicate material is inherent with two disadvantages:

(1) Time consuming.

(2) May cause deletion of expanded information carried in later broadcasts.

i. Minimum selection is made with respect to marginal value of information for intelligence use.

Administration

j. Not all T/O personnel are fully qualified or completely competent in their assigned duties:

(1) Custodian, in poor health.

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(2) Cruising Monitor.

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(3) , English Monitor.

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k. Staff meetings have been held too infrequently by the Bureau Chief.

l. Administrative supervision of custodial personnel effected by Chief Engineer.

m. Job descriptions require revision.

n. Method of preparing Time and Attendance Records on weekly basis is not in accordance with Civil Service instructions.

o. All but two employees have had chest X-rays made. No government doctors are available on the Island for physical examinations of employees. Local doctors charge \$10 per examination.

p. Vehicular maintenance now requires an estimated 80 per cent of the time of one custodian.

3. Recommendations

Paragraph 2 a. The Bureau Chief should effect closer supervision of the Chief Engineer and Assistant Engineer requiring them to maintain:

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- (1) A record of maintenance on each item of equipment.
- (2) A daily report from a P-3 Engineer on the character of reception.
- (3) A weekly progress report on installation of new equipment.

The Chief Engineer and Assistant Engineer should stand a periodic watch at night and report on their observation of procedures followed by P-3 Engineers and CAP-3 monitoring Technicians.

Paragraph 2 b. Require the Chief Engineer to establish definite responsibilities for Assistant Engineer in accordance with present job description, and provide sufficient time for indoctrination in duties of Chief Engineer to maintain continuity at time of departure for Okinawa.

Paragraph 2 c. Bureau Chief should observe procedures of Chief Engineer at the West Coast Bureau in order to properly indoctrinate Chief Engineer, or Chief Engineer should receive period of indoctrination at Meseda before going to Okinawa.

Paragraph 2 d. Bureau Chief should be required to state estimate of time necessary to accomplish tests and install new equipment; this estimate should be followed up by a regular progress report. This should eliminate lack of initiative in overcoming minor procurement delays.

Paragraph 2 e. Chief Engineer should be required to effect closer supervision of technical personnel.

Paragraph 2 f. Assistant Engineer should devote more time to operations and supervision of operating personnel by proper allocation of working hours.

Paragraph 2 g. That the shift editor be held responsible for all monitors and that the Bureau Chief effect the necessary supervision to insure satisfactory results.

Paragraph 2 i. I/O personnel who perform their duties in a sub-standard manner should be released and replaced by competent personnel. Individuals considered in this category are:

- (1) ~~Maintenance~~ personnel responsible for policing of the area and the buildings.

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(2) The present cruising monitor.

(3) English Monitor.

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Paragraph 2 i. Responsibility for custodial personnel should be transferred to the Administrative Officer from the Chief Engineer for all duties except automotive maintenance.

Paragraph 2 ii. The Bureau Chief should observe the system of maintaining Time and Attendance records at the West Coast Bureau with a view to revising procedure at the Hawaii Bureau and eliminating all possibility of error.

Paragraph 2 iii. Adequate records should be maintained on the cost of maintenance on each vehicle with a view to reducing cost by use of local repair facilities.



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